TO: Les White, Dan McFadden, Deanna Santana
FROM: Eva Terrazas
DATE: February 6, 2007
RE: CitiStat: The Baltimore Experience

Background

CitiStat is based on the CompStat program developed by the NY Police
Department, which records and generates computer plotted maps on a wide
range of crime data, such as burglaries, robberies, etc. and deploys police in
areas where they can expect crime to happen based on recent patterns.
According to a report by the Kennedy School of Government, it has been
credited with playing a major role in the reduction of crime in NY in the 1990s.

The City of Baltimore implemented CitiStat in 2000. Then Mayor Martin O'Malley
worked with CompStat folks to expand the system beyond policing to every
function of city government. (Baltimore has a strong Mayor form of government.)
The new program began with a staff of 4-5 individuals and grew to a staff of 8-10,
headed by a Director.   The total start-up and operating cost of the program in its
inaugural year was $285,000. CitiStat currently operates a $600,000 annual
budget, of which ninety-seven percent of operating costs are staff salaries.
According to a 2003 Working Paper, *Can CitiStat Work in Greater Boston?*
CitiStat produced over $43 million in cost savings, cost avoidances, and revenue
enhancements in its first three years of operation and has also helped to improve
municipal services. The two areas of primary interest in Baltimore appeared to
have been issues with overtime and absenteeism.

How does it work?

CitiStat is housed under the Mayor's Office. Every department meets with the
mayor and his staff every other week. The CitiStat staff and top mayoral aides
work with officials from city departments to determine the type of activities and
resources that should be measured and tracked on a regular basis. Before the
biweekly meetings for each department, analysts from the CitiStat Office assess
the department's performance on a wide range of issues and identify important
trend and issues and create visual depictions of the data in maps, charts, and
graphs. Departments submit raw data to the CitiStat team, who then formats
data into digital maps and charts. Also projected on a large screen are graphs of
performance and recent pictures of job sites taken through unannounced on-the-
site visits by high ranking officials. At the sessions, officials review the data to
assess whether departments are meeting short –and long-term goals and to
determine strategies for improvement of performances.

CitiStat is based on four tenets:
- Accurate and timely intelligence
- Effective Tactics and Strategies

- Rapid Deployment of Resources
- Relentless Follow-up and Assessment

Days prior to meeting:
- Operations team –
  - Required to submit performance report, which are compared to data from the city's 311 call center.
  - Ensures data is true by taking a critical look at info, conducting field investigations, and random selection of cases.
  - Compares data to previous period, pose questions to explain data, and highlight problem areas.
- Technical team-
  - Responsible for preparing briefing books for Mayor/Deputy Mayor and geo-coding address data in order to plot on computer pin map.
  - Data identifies strengths and weaknesses in government programs and departments.
  - Data collection covers a wide range of topics, including the amount of overtime worked by employees, the frequency and type of citizen complaints, and response time to specific cases.

Under a Council-Manger form of government, much of the process would revolve around the City Manager.